

University of the District of Columbia

www.udc.edu

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$90,486,488	\$87,614,085	-3.2

The mission of the University of the District of Columbia is to meet the District's complex educational, research and training needs to enhance the quality of life for all.

The University's heritage began in 1851 with the founding of the Miner Norman School, later renamed the Miner Teachers College. In 1975, the University was formed through the merging of the D.C. Teacher's College, Federal City College, and Washington Technical Institute. The University is the nation's only urban land grant institution. As a comprehensive institution with an undergraduate open admissions policy, the University offers certificate, associate, baccalaureate, and graduate programs as well as a doctor of jurisprudence degree. The David A. Clarke School of Law is distinguished by its unwavering commitment to public interest law.

Its clinical program, combining community service with a solid grounding in practice, is nationally recognized.

The University plans to fulfill its mission by achieving the following strategic result goals:

- Improve the overall efficiency and effectiveness of academic and administrative programs by implementing the best practices of successful higher education institutions.
- Develop and implement the University's strategic plan.
- Establish a comprehensive human resource development and recruitment program to enhance the quality of services delivered to the University's internal and external customers.

Did you know...

Telephone (202) 274-5000.

Students from more than 100 countries diversify the University's population.

The Division of Community Outreach and Extension Services (COES) exists to meet the needs of the District's diverse population. To date, COES has a total of 51 programs and Research Projects benefiting the citizens of the District.

The David A. Clarke School of Law anticipates receiving full accreditation in September 2003 and its clinical legal education program is ranked 18 among 185 law schools nationally.

UDC's State Education Agency is the District's official administrator of the GED examination.

Where the Money Comes From

Table GF0-1 shows the sources of funding for the University of the District of Columbia.

Table GF0-1

FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	46,933	56,068	49,462	48,424	-1,038	-2.1
Special Purpose Revenue Fund	0	0	18,250	19,434	1,184	6.5
Total for General Fund	46,933	56,068	67,712	67,859	146	0.2
Federal Grant	0	0	12,668	11,867	-801	-6.3
Total for Federal Resources	0	0	12,668	11,867	-801	-6.3
Private Grant Fund	0	0	800	703	-97	-12.1
Total for Private Funds	0	0	800	703	-97	-12.1
Intra-District Fund	0	0	9,306	7,185	-2,121	-22.8
Total for Intra-District Funds	0	0	9,306	7,185	-2,121	-22.8
Gross Funds	46,933	56,068	90,486	87,614	-2,872	-3.2

Gross Funds

The proposed budget is \$87,614,085, representing a 3.2 percent decrease from the FY 2003 budget of \$90,486,487. There are 1,086 total FTEs for the agency, a decrease of 42 FTEs from FY 2003.

General Fund

Local Funds. The proposed budget is \$48,424,111, representing a decrease of \$1,038,210 from the FY 2003 approved budget of \$49,462,321. There are 541 FTEs funded by Local sources, representing no change from FY 2003.

Changes from the FY 2003 approved budget are:

- An increase of \$2,687,290 represents reallocation of funds from Special Purpose Revenue to support increased fixed costs.
- An increase of \$2,399,522 in regular pay – other represents a reallocation from nonpersonal services to fund salary increases for nonunion employees within regular pay. (object class 12 is used as a holding account).
- An increase of \$100,298 in regular pay to fund step and grade increases.

- A reduction of \$2,392,835 in equipment due to a one-time funding for the FY 2003 program accreditation enhancement without an FY 2004 fiscal impact.
- A reduction of \$1,254,423 in other services to fund salary increases in regular pay – other.
- A reduction of \$1,055,402 in subsidies to fund salary increases in regular pay – other.
- A reduction of \$942,310 in contracts due to funding for the Excel Institute by a Federal payment.
- A reduction of \$424,195 in supplies to support increased fixed costs.
- Reductions of \$114,014 in additional gross pay and \$10,141 in fringe benefits to fund step and grade increases in regular pay.
- A reduction of \$32,000 in gross pay for the FY 2004 city wide gap-closing.

Special Purpose Revenue Funds. The proposed budget is \$19,434,494, an increase of \$1,184,494 over the FY 2003 approved budget of \$18,250,000. There are 245 FTEs funded by Special Purpose sources, representing no change from FY 2003. Funding sources include: \$1,231,744 for investment

How the Money is Allocated

Tables GF0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table GF0-2

FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	0	0	34,841	34,994	153	0.4
12 Regular Pay - Other	0	0	11,842	13,315	1,473	12.4
13 Additional Gross Pay	0	0	236	110	-126	-53.4
14 Fringe Benefits - Curr Personnel	0	0	10,314	9,440	-874	-8.5
Subtotal Personal Services (PS)	0	0	57,234	57,859	625	1.1
20 Supplies and Materials	0	0	2,077	1,527	-551	-26.5
30 Energy, Comm. and Bldg Rentals	0	0	1,570	2,104	535	34.1
31 Telephone, Telegraph, Telegram, Etc	0	0	858	1,070	212	24.7
32 Rentals - Land and Structures	0	0	512	257	-255	-49.8
33 Janitorial Services	0	0	600	0	-600	-100.0
40 Other Services and Charges	0	0	5,144	6,306	1,162	22.6
41 Contractual Services - Other	0	0	7,565	4,425	-3,140	-41.5
50 Subsidies and Transfers	46,933	56,068	9,857	10,686	829	8.4
70 Equipment & Equipment Rental	0	0	5,070	3,100	-1,971	-38.9
91 Expense Not Budgeted Others	0	0	0	281	281	100.0
Subtotal Nonpersonal Services (NPS)	46,933	56,068	33,253	29,755	-3,498	-10.5
Total Proposed Operating Budget	46,933	56,068	90,486	87,614	-2,872	-3.2

income, \$849,221 for indirect cost fees, \$5,531,046 for fees and other source of income, and \$11,822,483 for tuition income.

Changes from the FY 2003 approved budget are:

- Increases of \$223,174 in supplies, \$2,660,540 in other services, \$1,862,440 in subsidies and transfers, and \$451,155 in equipment.
- An increase of \$52,653 in regular pay to correctly reflect step and grade increases.
- An increase of \$42,608 in fringe benefits aligns with increased salaries.

- An increase of \$25,000 in additional gross pay to accurately reflect the University's spending needs.
- A reduction of \$784,381 in regular pay – other represents a decision by the University to reduce temporary and part-time staff.
- A reduction of \$563,695 in contracts and \$2,785,000 in fixed cost.

Federal Funds

Federal Grants. The proposed budget is \$11,867,156, a decrease of \$801,003 from the FY 2003 approved budget of \$12,668,159. There are 166 FTEs funded by Federal sources,

Table GF0-3

FY 2004 Full-Time Equivalent Employment Levels

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
General Fund						
Local Fund	606	596	541	541	0	0.0
Special Purpose Revenue Fund	179	73	245	245	0	0.0
Total for General Fund	785	669	786	786	0	0.0
Federal Resources						
Federal Grant	90	39	171	166	-5	-2.9
Total for Federal Resources	90	39	171	166	-5	-2.9
Private Funds						
Private Grant Fund	10	7	15	28	13	86.7
Total for Private Funds	10	7	15	28	13	86.7
Intra-District Funds						
Intra-District Fund	94	46	156	106	-50	-32.1
Total for Intra-District Funds	94	46	156	106	-50	-32.1
Total Proposed FTEs	978	762	1,128	1,086	-42	-3.7\

representing a decrease of 5 FTEs from FY 2003. Based on the stipulations of grants awarded in FY 2004, the University proposes to reallocate funds between personal and nonpersonal services.

Changes from the FY 2003 approved budget are:

- Increases of \$925,008 in subsidies and transfers, \$240,853 in expenses not budgeted, \$158,937 in equipment, and a net increase of \$2,950 in other fixed costs.
- Reductions of \$507,376 in regular pay - other and \$121,579 in fringe benefits represent the reduction of 5 FTEs due to the decline in overall grant funding.
- Reductions of \$260,990 in supplies, \$163,339 in other services, and \$1,075,467 in contractual services due to reduction in funding from the H-1B Technical Skills Training grant from the U.S. Labor Department.

Private Funds

Private Grant Funds. The proposed budget is \$702,900, a decrease of \$97,180 from the FY

2003 approved budget of \$800,100. There are 28 FTEs funded by Private sources, representing an increase of 13 FTEs over the FY 2003.

The major source of funding is from private entities donating money to the University for various initiatives.

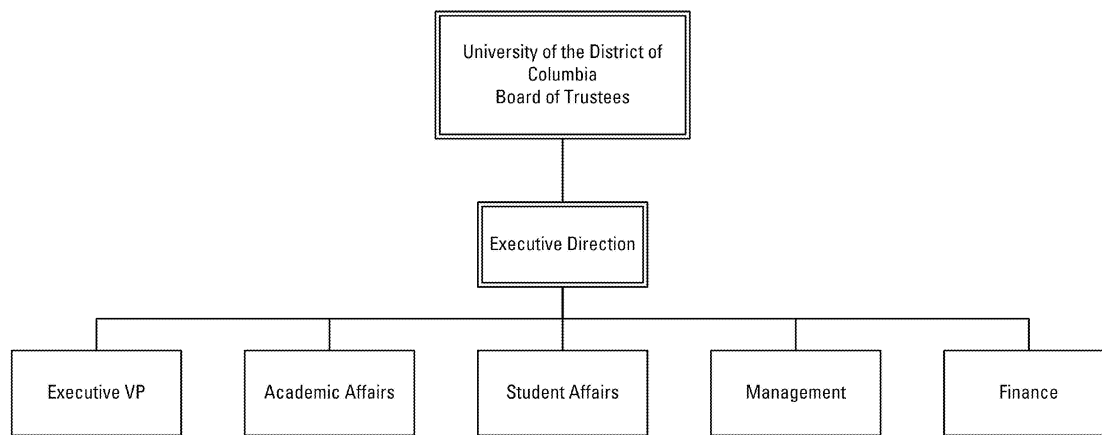
Changes from the FY 2003 approved budget are:

- Increases of \$32,314 in other services, \$65,574 in subsidies and transfers, and \$40,135 in expense not budgeted.
- Reductions of \$82,209 in regular pay - other and \$14,222 in fringe benefits due to a reclassification of the use of part-time staff based on the vision of the University's new president.
- Reductions of \$2,472 in supplies, \$129,500 in contractual services, and \$6,800 in equipment.

The purpose for the reallocation of funds among various object classes is to align the budget with the vision of the University's new president while supporting private donor's stipulations.

Figure GF0-1

University of the District of Columbia



Intra-District Funds

Intra-District Funds. The proposed budget is \$7,185,404, representing a reduction of \$2,120,504 from the FY 2003 approved budget of \$9,305,908. There are 106 FTEs funded by Intra-District sources, representing a reduction of 50 FTEs from FY 2003. Memoranda of Understanding (MOU) for this funding source are derived from various agencies within the District to provide training and educational services to District employees and District residents.

Changes from the FY 2003 approved budget are:

- An increase of \$447,214 in regular pay – other to reflect requests for services per agency MOUs, while incorporating step and grade increases for staff.
- A reduction of \$770,966 in fringe benefits aligns benefits paid with the University's fringe benefits average.
- A reduction of \$5,000 in additional gross pay.
- The following reductions were made to non-personal services in order to reallocate resources to personal services:
- A reduction of \$968,986 in subsidies and transfers.
- A reduction of \$428,808 in contracts.
- A reduction of \$181,279 in equipment.
- A reduction of \$113,055 in other services.

- A reduction of \$86,184 in supplies.
- A net reduction of \$13,440 in fixed costs.

Programs

UDC operates the following programs: Executive Direction, Academic Affairs, Student Affairs, University Management and Finance.

Program Description

The **Executive Direction** program develops and implements the University's strategic plan to ensure successful accomplishment of the University's overall mission. During fiscal year 2002, the University's leadership changed under a newly appointed President. During the upcoming year, the groundwork will be completed for restructuring the University's organization. By completing an assessment of the University's operations and developing a restructuring plan to better utilize resources and improve operational efficiencies, the University will accomplish this mission.

The **Executive VP** program reports directly to the University's Executive Direction's office.

The **Academic Affairs** program provides affordable, post-secondary educational instructional programs and services to students prepare them for entrance into the job market and successfully achieve professional and personal goals. Similarly, community outreach programs are also

provided to enhance the livelihood, safety and health of the surrounding District community. Academic Affairs provides instruction to students through its College of Arts and Sciences, School of Business and Public Administration, School of Engineering and Applied Sciences and the David A. Clarke School of Law. Students may pursue various degree levels that range from Associate to Graduate as well as professional certification within programs.

The Learning Resources Division supports the academic learning environment by providing numerous reference and resource materials in the form of print, microfiche, audio-visual aides, databases, and other computer-generated information.

The Division of Community Outreach and Extension Services provides leadership under the University's urban land-grant mission and offers opportunities educational through its Continuing Education programs.

Other Divisions within Academic Affairs include Enrollment Services, the Office of the Registrar, University Statistics, the State Education Agency, Marketing, Grants Administration and Records Management.

The **Student Affairs** program provides enrichment opportunities and assistance to students in an out-of-classroom environment. These quality-level services are designed to prepare students to be successful in achieving their educational, career and life goals. Student Affairs consists of the Office of Student Life, Financial Aid, Athletics, Student Employment, Student Government, College Prep and Health Services. Each of these services is instrumental in providing cultural, financial, recreational, wellness, and social enrichment services and activities for UDC students.

The **Management** program ensures that support service areas within the University are integrated and functioning in support of the University's overall academic mission and goals. This is accomplished through the collaborative efforts of and internal communications among the support service divisions. Moreover, University Management works closely with Finance and Procurement in ensuring sound fiscal, accounting and reporting practices. Several

divisions/units formerly managed under University are being restructured under a newly developed Office of University Operations, which is to provide holistic quality support services and meet the infrastructure needs of the University. This office will be comprised of Human Resources, Public Safety and Emergency Management, Campus Services, Facilities Maintenance, and Information Technology.

The **Finance** program provides a number of services including business transaction processing, budget development and monitoring, financial reporting and short-and long-term financial planning. As a support service division, Finance works closely with University Management in formulating and disseminating information needed for effective managerial decision-making. This division is comprised of the following offices or units: Office of the Chief Financial Officer, Office of Budget and Financial Planning, Office of the Controller, Pay Services, Accounts Payable, General Accounting, Student Financial Services, Sponsored Accounting and Financial Reporting. Finance serves to support the University's mission by providing sound financial management and maintaining systems for fiscal responsibility and accountability.

Agency Goals and Performance Measures

Goal 1: Improve the overall efficiency and effectiveness of University academic and administrative programs by implementing the "best practices" of successful higher education institutions across the country.

Citywide Strategic Priority Area(s): Building Sustainable Neighborhoods; Strengthening Children,

Youth, Families, and Elders

Manager(s): Ernest Jolly, Executive Vice President; Wilmer L. Johnson, Vice President for Academic Affairs; Bobby Austin, Vice-President for Student Affairs; Earl Cabbell, Vice President for Management

Supervisor(s): William L. Pollard, President

Measure 1.1: Percentage of units, divisions and/or programs within the University for which an operational and/or outcomes assessment has been completed

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	-	33	33
Actual	N/A	N/A	-	-	-

Measure 1.2: Number of units, divisions and/or programs within the University for which assessments have been completed, and recommendations have been developed and implemented.

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	-	2	2
Actual	N/A	N/A	-	-	-

Note: FY 2004 target represents control centers that are managed by a Vice President.

Goal 2: Develop and implement a University strategic plan.

Citywide Strategic Priority Area(s): Building Sustainable Neighborhoods; Strengthening Children, Youth, Families, and Elders

Manager(s): Ernest Jolly, Executive Vice President; Wilmer L. Johnson, Vice President for Academic Affairs; Bobby Austin, Vice President for Student Affairs; Earl Cabbell, Vice President for Management

Supervisor(s): William L. Pollard, President

Measure 2.1: Percentage completion of inclusive, comprehensive strategic planning process

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	-	-	-
Actual	N/A	N/A	-	-	-

Note: Targeted timeframe for completion of strategic plan development is first quarter 2004.

Measure 2.2: Percentage completion in implementing a Board-approved strategic plan

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	-	75	25
Actual	N/A	N/A	-	-	-

Note: Targeted date for implementing plan is December 2003.

Goal 3: Establish a comprehensive human resource development and recruitment program to enhance the quality of services delivered to the University's internal and external customers.

Citywide Strategic Priority Area(s): Building Sustainable Neighborhoods; Strengthening Children,

Youth, Families, and Elders

Manager(s): Ernest Jolly, Executive Vice President; Wilmer L. Johnson, Vice President for Academic Affairs; Bobby Austin, Vice President for Student Affairs; Earl Cabbell, Vice President for Management

Supervisor(s): William L. Pollard, President

Measure 3.1: Percentage completion of faculty and staff training needs assessment and the development of a training regimen

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	-	50	500
Actual	N/A	N/A	-	-	-

Measure 3.2: Percentage increase in the number of faculty and staff who complete professional training and development seminars/sessions

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	-	10	15
Actual	N/A	N/A	-	-	-

